EXHIBIT 18

Message

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Subject:

Updated revisions Strategic Plan

Attachments: GNETS Strategic Plan-Updated Jan 2020 (August 2020) (002).docx

See attached strategic plan.

Thanks

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PLAINTIFF'S

Georgia Network for Educational and Therapeutic Support



STRATEGIC PLAN

Implementation Fidelity Checklist & Self-Assessment Rubric

Six Focus Areas

W Integration of Services and Capacity Building Program Leadership and Accountabiltiy **Academic Support** Instructional and 6 **Facilities Management Behavior Support and Program Funding and** Therapeutic Services Fiscal Management and Safety

Updated 1/28/2020

Richard Woods, Georgia's School Superintendent

"Educating Georgia's Future"

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Acknowledgements

Network for Educational and Therapeutic Supports Strategic Plan and Self-assessment Rating Scale. Thanks to all of the individuals who have committed their time, guidance and contributions to the development of the Georgia

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Introduction

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duration, frequency, and intensity of an emotional disorder or significant challenging behavior. support services to students who might otherwise require residential or other more restrictive placements due to the severity, districts' continuum of services for students with disabilities, ages 5-21. GNETS provides comprehensive educational and therapeutic The Georgia Network for Educational and Therapeutic Support (GNETS) is comprised of 24 programs which support local school

superintendents and others responded to surveys to obtain greater insight for general improvement strategies of GNETS across each section. Field experts such as GNETS directors, special education directors, fiscal agents for GNETS, school district were the three collaborating agencies as well as other stakeholders within the state of Georgia who provided input and contributions Educational and Therapeutic Supports (GNETS), and the Department of Behavioral Health and Developmental Disabilities (DBHDD) with students struggling with behavioral and emotional concerns. Georgia Department of Education (GaDOE), Georgia Network for obtained from referenced articles and state personnel knowledgeable about program improvement and best practices for working programs to account for consistency and coordinated program services. Guidance on the development of the strategic plan was practices across all GNETS programs, and research-based initiatives. The revised plan also streamlines procedural standards for components of this strategic plan addresses practices that are based on improvements from audit findings, program evaluation, best Capacity Building, and Facilities Management. Each of the focus areas has specific goals that each GNETS will work to obtain. Many Therapeutic Services, Instructional and Academic Support, Program Funding and Fiscal Management, Integration of Services and The revised GNETS strategic plan (1/28/2020) includes six focus areas: Program Leadership and Accountability, Behavior Support and

deemed appropriate same age peers without disabilities to obtain academic and social-emotional competencies in general education environments when will also collaborate with Local Education Agencies (LEAs) to ensure that students have a civil right to be reintegrated/included with collaborative integrated services are planned and provided for students receiving services through the GNETS program. GNETS staff GNETS directors and their staff will be responsible for implementing the action items within the strategic plan to ensure that

and improvement planning to scale up effective practices across all GNETS sites. supporting evidence to validate ratings. The ratings obtained will be used as final implementation data to assist GNETS with coaching program manager/program specialist will complete the rating section with GNETS teams in the spring of each school year and review impacting lower rated items and plan to work through those barriers to attain successful implementation. The GaDOE-GNETS site. The ratings will be completed by GNETS teams. The team should review the rating data to identify barriers that may be The rating section of the strategic plan provides a means for GNETS teams to reflect on implementation and practices at each GNETS

Overview

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The Strategic plan and its embedded self-assessment are intended to

- Facilitate a self-assessment for GNETS to evaluate current status of program practices
- Initiate discussion among program leaders and stakeholders to identify priority needs for improvement.
- Validate areas of strength in the implementation of best practices across each component
- Analyze results and other program data to determine need for professional learning and resources to drive improvement

aligned to each one: The GNETS Strategic Plan and Self-Assessment includes action items that addresses the following sections and specific goals

- Program Leadership and Accountability
- Behavior Support and Therapeutic Services
- Instructional and Academic Support
- Program Funding and Fiscal Management
- Integration of Services and Capacity Building
- 5. Facilities Management

rather as a means to assist team members in rating the extent to which the practice is or is not in place at the each GNETS Program. that may not be listed but is occurring in their programs. The examples are not provided as individual measures of each indicator, but examples are provided to add clarity to the intent of each action item and to encourage the teams to think about specific examples Each action item has a list of specific examples or samples of evidence of the practice that should be in place or implemented. The

barriers and drivers, and action steps that would be necessary to overcome barriers and sustain drivers. program improvement summary. The program improvement summary will include identification of priority areas, root causes for Analysis of the data and information obtained through the strategic plan self-assessment ratings will lead to the development of a

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Directions for Completing the Self-Assessment Rating Scale

team to review the action items and activities to be rated less than 3 people. The director will distribute a copy of the strategic plan to the team members and provide an opportunity for the GNETS directors should identify key leaders at each program to participate as a part of the rating team. The team should consist of no

assessment guidance document should be used to help with the ratings. were "consistently" practiced and there is always available evidence and positive outcome data to support the rating. The selfparticularly if the rating is identified as "operational." A rating of operational would indicate that the action item and activities rated Team members should select one rating per action item and identify sources or evidence of implementation to validate the rating, the status of implementation. There are three ratings of implementation for action items: Operational, Emerging and Not Evident. After the team has had some time to review the action items and activities, the team will rate the action items and activities based on

Strategic Plan Ratings

E- Emerging: Some of the activities required were accomplished with sources of evidence to support implementation for this action item. O- Operational: All of the activities required were accomplished consistently with sources of evidence to support implementation for this action item.

NE- Not Evident: None of the activities required were accomplished and there are no sources of evidence to support implementation for this action item.

Data Analysis and Improvement Summary

needed to make improvement in the top 3 priority areas improvement summary form and the action plan to provide GNETS directors with the necessary technical assistance and resources areas with key stakeholders (e.g., GaDOE, fiscal agents, parent groups, and advocates). GaDOE and the fiscal agents will use the year, all GNETS directors will be responsible for sharing the self-assessment ratings, improvement summaries, and the top 3 priority average score, and select the top 3 priorities to address for immediate improvement. At the end and/or beginning of each school outcome onto the Strategic Plan Improvement Summary Form, rate each area on the summary form as a priority based on the decisions by program and state leaders. GNETS directors and team leaders will review the data for each section, record the average program. Additionally, it will provide stakeholders with trends and patterns across all of the GNETS programs, and lead to data-driven the outcomes from the ratings. This ensures measurable outcomes are being used to support the need for improvement across each The purpose for the data analysis and improvement summary is to ensure priority needs are identified and addressed according to

Action Items	Frequency	Activities	Examples/ Sources to Support Ratings	Meets Standard
A. Directors will promote and remain aware of the strategic plan	Review Annually	Participate in all overviews of the strategic plan	Sign-in sheets Agendas	Operational
activities are implemented within their programs.	Daily	Align funds with activities	Feedback surveys Program initiatives	Emerging
			Documentation of admin team meetings	Not Evident
B. Directors will share results from the strategic plan ratings with stakeholders.	Annually	Identify key stakeholders. Share results from the strategic plan ratings Share improvement summary form.	Sign-in sheets Rubric ratings Mid-year improvement	Operational
			summary End-of-year improvement summary	Emerging
			Strategic plan review survey results	Not Evident
C. GNETS Directors and site leaders will complete the strategic plan improvement summary form.	Mid Year and End of Year	Complete overall rating for each section and prioritize area to be improved for the new.	Mid year- improvement summary End-of-year improvement	Operational
			summary Strategic plan review survey results	Emerging
				Not Evident
D. Participate in and implement practices from professional learning sessions that align with evaluation and strategic plan	Annually	Professional development activities/experiences should respond to the strategic plan outcomes and any identified	Conference or training agendas Travel documents	Operational
goals.		needs to support students and staff.	Training contracts Job embedded coaching Implementation checklists	Emerging
			etc.	Not Evident

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Section 2: Behavior Support and Therapeutic Services

Action items Frequency Activit	Frequency	Activities	Examples/Sources to Support	Meets Standard
			Ratings	
 A. Implement Positive Behavior Intervention Supports (PBIS). 	Daily	Train staff identified to implement PBIS at their respective sites. Trained sites: Post rules and	PBIS Walk-through forms PBIS productivity binder PBIS End of Year Report	Operational
		expectations Teach all students the rules and expectations	Surveys Monthly Meeting minutes PBIS Training Calendar	Emerging
		Review program data	Grant application Operational certificates PBIS Action Plan PBIS Expectations and Rules	Not Evident
B. Trauma Informed Care Practices and Environment	Daily	Train staff in evidence-based Trauma Informed Care practices	Training calendar Training agenda/sign in sheets Evidence of TIC training materials	Operational
			Staff climate survey results	Emerging
				Not Evident
C. Establish a functional FBA/BIP team at each site that meets at	Annually	Identify key personnel for the team Attend FBA trainings	List of active team members FBA/BIP team meeting agendas	Operational
least 3 times a year and		Meet to address FBA/BIP as needed Establish opportunities for FBA/BIP	and minutes Training agendas	Emerging
		trainings. Train staff to ensure that each GNETS	Sign-in sheets Training presentations/materials	Not Evident
		program has the capacity at each site to complete quality FBA/BIP for each student.	FBA/BIP progress monitoring FBA/BIP included in IEPs for students Evidence of FBA analysis	4
D. Ensure students social and	Minimally twice	Maintain and update spreadsheet	SDQ results	Operational
assessed using standardized measures at least 2x per year.	700	complete standardized assessments	Other social-emotional measures Evidence of triangulation of	Emerging
			data Documented results in the IEPs	Not Evident

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methods such as Mindset, CPI, etc.		in evidence-based crisis interventions (i.e., Life Space Crisis Intervention-LSCI, Dialectical Behavior Therapy-DBT, Restorative Practices, etc.)			measures per year.				Outcomes from the social- emotional measures will be included in students' IEPs
	Annually As needed		Annually			Annually			As needed
other requested restraint methods trainings Engage appropriately in restraint methods and Mindset skills/techniques when necessary to prevent and/or manage students' aggressive behaviors.	Identify staff to be trained Ensure staff attend Mindset and any	Engage in evidence-based crisis interventions with students when they demonstrate a need for crisis intervention.	Identify staff to be trained Ensure staff attend crisis intervention trainings		Ensure designated staff is trained to conduct the ASD with the selected measure.	Identify and select a standardized measure that would be used by the GNETS site.			Train designated staff to incorporate social-emotional results into students IEPs
SWIS data Incident report/debriefing notes Physical restraint data/reports Procedures for use of physical restraint Documentation of parent notification of use of physical restraint Evidence of restraint reduction training	Skills checklist Sign-in sheets	staff Fidelity Rubric Why Try PL summary of evidence-based crisis intervention trainings	Sign-in sheets Grant application Evidence of crisis trainings for	vineland completed checklists	DB3 results documented in IEPs Brigance results documented in IEPs	CARS results documented in IEPS GARS results documented in IEPs ABLLS results documented in	BASC-3 results	social-emotional results SDQ results	Designated students' IEPs Evidence of triangulation of data Evidence of training for use of
Emerging Not Evident	Operational	Not Evident	Operational Emerging	Not Evident	Emerging	Operational	Not Evident	Emerging	Operational

	for students			
	Evidence of transition planning			
Not Evident	community agencies			
	Evidence of collaboration with			GNETS students.
	Counseling logs	and/or time to work with students.		related educational services for
Emerging	LIPT meetings	Collaborate with agencies for space		mental health and behavior-
	List of mental health agencies	support students in GNETS		agencies to support integrated
	Visitor logs	Identify opportunities for agencies to	as needed	partnerships with community
Operational	Calendars	Attend agency meetings	Monthly and/or	Maintain collaborative
	Art and music therapy			
	tiers of support			
	Evidence of data to determine			
	Documents			
	Sensory rooms			
	BASC-3 flex monitoring reports			
Not Evident	curriculum			
	Evidence of social-emotional	Tiered Behavior Data		
	Triangulation of Data	effectiveness.		
Emerging	Progress monitoring data	students' progress and program		activities that meet their needs.
	received the support identified	Collect consistent data to determine		social-emotional skills and
	Evidence that shows students	skills activities based on their needs		small group and/or individual
Operational	of planning for students' needs	Match students to appropriate social	needed	students participate in universal,
	Documents that show evidence	identify needs of students	Daily and/or as	Each program Will ensure that all

Section 3: Instructional/Academic Support

Georgia Department of Education: GNETS (Updated 1/28/2020)

Action Items	Frequency	Activities	Examples Sources to Support Ratings	Meets Standard	
A. Teachers will plan and deliver Georgia Standards-based lessons for assigned subjects	Daily	Review teachers lessons plans Provide feedback to teachers Meet with special education director to	Lesson Plans/Feedback TKES Trainings Teacher coaching/mentoring	Operational	
		review lesson plans for GNETS staff iReady monitoring	TKES standards summary	Emerging	
				Not Evident	
B. Ensure teachers maintain a positive and academically challenging learning environment	Daily	Maximize instructional time Conduct classroom observations Provide high quality professional learning to	Copies of observations Copies of walk-throughs TAPS Standards	Operational	
in accordance with TAPS standards.		support evidence-based instructional practices Provide apportunities for students to	Evidence of training on evidence- based instructional practices	Emerging	
		demonstrate evidence-based practices		Not Evident	
C. Ensure that students who demonstrate academic difficulties	90 minutes per week	Use data to identify student's areas of academic deficits	Student intervention planning activities		
are matched to tiered		Provide students with evidence-based instructional materials designed to remedy	Evidence of tiered interventions	Operational	
instructional programs/materials		the deficit identified	Progress monitoring data.		
that meets their needs.		Review progress monitoring data to identify	Student growth on Milestones		
		interventions.	Milestone Data	o o	
		Discuss with sped directors at CC	Provide list of		
		receiving services	programs	Not Evident	
			iReady mid-year and EOY data		
 D. GNETS certified and classified staff will attend instructional related 	Annually	Ensure GNETS staff sign up and attend professional learning with GaDOE, RESAs	Evidence of scheduled times for feedback.	Operational	
trainings provided by GaDOE,		LEAs and conferences when opportunities	Evidence that shows the percent of		
RESA, LEAs, and conferences to		are available.	staff attending instructional		
ensure GNETS staff are aware of changes in the field and that		Conduct observations to identify application of strategies from professional learning	professional learning Evidence of analysis of Milestones	Emerging	
instructional practices align with		courses.	data	(-

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Total Ratings: Operational	students	data to inform instructional practices for	Collaborate with staff to analyze Milestones	professional learning activities.	Allocate funds for GNETS staff to attend	expectations	professional learning application and	Provide reedback for staff related to
Operational Emerging								TAPS outcomes
Not Evident							Not Evident	

1	Not Evident				and Gadue
	0				next fiscal year to fiscal agents
	Emerging	P. Contraction of the Contractio			E. Report all carryover funds for the
	Operational	GNETS budget	Identify and document budget lines with halances to be carried over	Annually	
					and f)
	Not Evident	invoices for reimpursements			opportunities (160-4-7.15; d, e,
		Invoices for purchases			service delivery and best practices
	Emerging	Funded positions			to facilitate flexible models of
		In-kind support	e e		kind services to GNETS is provided
	Operational	resources	and support for the program		resources, which may include in-
		Evidence and use of	Engage in communication with LEAs to identify	As needed	D. Collaborate with LEAs to ensure
	Not Evident				7.15; d, e, and f)
	Emerging				mission, goals and rule (160-4-
		application	according to the GNETS rule		application with a keen focus on
	Operational	GNETS state grant	Outline state grant application for funding	Annually	C. Plan and submit the annual grant
		procedures			
		control/procurement			
	Not Evident	Evidence of internal			
1	Not Exident	maintenance			
	Emerging	funds Evidence of adequate record			allocated funds
	Operational	Bookkeeping records Guidelines for expensing	Maintain adequate records Monitor program expenses	Annually and Daily	 Review fiscal records regularly to ensure accountability for all
	Not Evident				
	Emerging	Submitted budget and funding allocations	Submit budgets in portal		
	Operational	Hired GNETS staff and contractors	Align GNETS personnel and services with the GNETS state approved budget	Annually and Daily	 A. Comply with your GNETS state approved budget
		Support Ratings			
ard	Meets Standard	Examples Sources to	Activities	Frequency	Action Items

Section 5: Integration of Services and Capacity Building

an operational level.				
Action Items	Frequency	Activities	Examples Sources to Support	Meets Standard
A. Consideration for GNETS	As needed	GNETS director or designee attends IEP	Student IEP files that contain	
Services: LEAs and GNETS staff will collaboratively review the GNETS and LEA continuum of	in IEP meetings	meetings and ensures that the student needs are aligned to the GNETS services.	documentation to support consideration for GNETS services FBA/BIP	Operational
services during IEP meetings to		Collaborate with LEAs to ensure that	3 year reevaluation	
determine the best service		documents (FBA/BIP, Evaluation, social	Social History	
opuons for students.		consideration of GNETS services prior to	Parent, teacher, and or student	
		and/or during IEP meetings.	reports Evidence of student participation in	Emerging
		Ensure transition criteria (IEP goal/goals) is established at the IEP meeting.	extracurricular activities	
		Provide training to staff on consideration of GNETS procedures		
		Collaborate with LEAs and parents when students are considered for emergency GNETS services based on immediate need.		Not Evident
B. Transition from GNETS Services: Ensure LEA and GNETS staff collaboratively establish attainable IEP goals to include a process for	As needed	GNETS directors or a designee will ensure that IEP goals are established and used as the transition criteria for all students receiving GNETS services.	Documented IEP goals for transition for all students Supporting documentation and data collection aligned with transition	Operational
reviewing progress monitoring data for transition to the least restrictive environment.		Collaborate with LEAs to identify opportunities for students to receive GNETS services in the Least Restrictive Environment (LRE).	goals. Documentation of transition plans with LEAs	Emerging
		Inform fiscal agents of the resources needed to provide equal educational opportunities for GNETS students	Supporting evidence for a change in transition goal/criteria Evidence that shows attempts to	Not Evident
		opportunities for students to take some	courses/materials	

	Not Evident		beliver trailings and obtain recupact.		
	e e e e e e e e e e e e e e e e e e e		Schedule/support training dates, times, and locations for training	.75	personnel by GNETS staff.
		form. GNETS program brochure	Organize opportunities to attend/deliver training sessions for LEAs as needed.	<u>a</u>	Redelivery of professional
		Training agendas Training request/needs assessment	parents.	inel	assistance for general education school personnel
	Operational	Sign-in sheets Feedback ratings	opportunities and needs of LEAs and		earning and technical
		Training materials		As needed	C. Capacity Building:
			financial contributions from LEAs could support student reintegration and/or access to equal educational opportunities.		
			program as planned/documented.		
			of the student to transition from the		
			to why it would not be in the best interest		
			Communicate with parents, LEAs, RESAs,		
			Collaborate with LEAs to plan transition services and supports prior to the student's complete transition.		
			GNETS classrooms/sites.		
			some of them to be incorporated into		
		year by disability.	programs provided in the general education		
		percent of students that enter and transition from the program each	Identify instructional courses and/or		
-		Records showing the number and	activities while receiving GNETS services.		
		(campus).	students to participate in extracurricular		
i.		in the general education setting	digited with the referring bendviors.		
		Records of the number and percent	Ensure transition goals are attainable and		

	; Operational Emerging	Total Ratings: Operational		
				achievement
				peroce the board in et ident
				ultimately lead to significant gains
				meaningful partnerships that
				Director and staff will create
Not Evident				3
	trainings/meetings			denievement.
	two in in an in an in an			chicument
	Documentation of parent			support high student academic
	participation in IEP meetings			program; and 2) share and
	Documentation of parent			effective partnership with the
	Website			engage parents/stakeholders in an
Emerging	Letters/Announcements	Consistent communication with parents		in place to: 1) build capacity to
1000000000000000000000000000000000000	Pictures			ensure that strong strategies are
	Sign in sheets	parent trainings	needed	Collaborate with stakeholders to
Operational	Flyers	parents such as curriculum nights, PBIS day,	and as	D. Parent Engagement
	Newsletters	Organize opportunities to collaborate with	Annually	

Section 6: Facilities Management and Safety

	Not Evident				
	Emerging	Documentation of LEA visits to facilities	repairs/improvement with key stakeholders.		and advocate for repairs/improvements.
	Operational	Facility Condition Assessment Checklist Reports	Identify areas rated as poor and/or critical on the GSFIC facility condition assessment checklist. Report the areas identified and advocate for	Annually	 B. Communicate all identified concerns to the LEA and/or SEA
	Not Evident				
		Evidence of tracking of maintenance requests	Request maintenance support on specific items		
	Emerging	facilities	maintained.		
		Documentation of LEA visits to	Conduct periodic site reviews to ensure facility is well		and maintenance.
		Checklist	site monitoring.		and ADA compliance
	Operational	Facility Condition Assessment	Print and use the GSFIC facility condition checklist for	Annually	 A. Monitor site for safety
ď	Meets Standard	Examples Sources to Support Ratings	Activities	Frequency	Action Items

Self-Assessment Outcomes and Improvement Summary Plan

Georgia Department of Education: GNETS (Updated 1/28/2020)

Record the rating given to each section on this page. Review the ratings for each section and identify the top 3 priorities to address in your action plan. Be sure to indicate why your team rated the item low and what you will do to improve your ratings. Also, identify how you will sustain your higher ratings.

Site: Click here to enter text.

Date: Click here to enter a date. Personnel Completing the Summary: Click here to enter text

Section	Ratings	Priority	Why was or wasn't this	Document the actions necessary to improve the top 3
			section selected as a priority?	priority areas and to sustain the higher rated priority
				areas.
	0	<u>C</u>	Click here to enter text.	Click here to enter text.
 Program Leadership and 	E	here to		
Accountability	NE	enter		
		text.		
		Gick Sick	Click here to enter text.	Click here to enter text.
2 Rehavior Support and	0	here to		
	E	enter		
	NE	text.		
		<u>Q</u>	Click here to enter text.	Click here to enter text.
3. Instructional/Academic	0	here to		
	E	enter		
	NE _	text.		
	0	Click	Click here to enter text.	Click here to enter text.
Program Funding and	E	here to		
Fiscal Management	NE	enter		
		text.		
	0	Gick		Click here to enter text.
5. Integration of Services	E	here to		
	NE	enter		
		text.		
	0	Click	Click here to enter text.	Click here to enter text.
	E	here to		
o. racilities Mallagelliellt	NE	enter		
		S. march		

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Appendix (SAMPLE)

Completed sample of an improvement summary Plan

Georgia Department of Education: GNETS (Updated 1/28/2020)

Self-Assessment Outcomes and Improvement Summary Plan

Record the ratings given to each section on this page. Review the ratings for each section and identify the top 3 priorities to address in your action plan. Site: A site Personnel Completing the Summary: Click here to enter text.

	ç.	4.	·ω	2.	1.	
6. Facilities Management	Integration of Services and Capacity Building	Program Funding and Fiscal Management	Instructional/Academic Support	Behavior Support and Therapeutic Services	Program Leadership and Accountability	Section
O Z E	0 <u>1</u> E <u>2</u> NE <u>1</u>	0 <u>4</u> E <u>1</u> NE	NE _	0 <u>2</u> E <u>2</u> NE	0 <u>4</u> E	Rating
5	з	4	2	1	6	Priority
We have met all items at an operational level and have evidence of our success.	None of our students met IEP goals/criteria to transition from the program as planned.	We submitted all required grant applications and fiscal reports by deadlines established.	Some items in this section were not rated as operational due to para pros covering some of our classes and low TKES scores.	We have not met most items with operational or emerging.	We have met all items at an operational level and have evidence of our success.	Why was or wasn't this section selected as a priority?
Continue to monitor facilities for safety and ADA compliance.	We will monitor our students' IEP goals using available data more frequently to identify student who at-risk for not transitioning from the program as expected and begin working with students on an individual level.	Continue to remain aware of grant deadlines, allocation of resources and collaborating with our LEA for the additional resources and in-kind contributions that were provided to support our site last year.	Ensure para pros who cover classes have support from teachers for standards-based lesson development and delivery. Ensure students are clearly matched to interventions when necessary.	The leadership team will continue to monitor the implementation of each item in this section and collect the resources needed to show our success. If we were behind on implementation we will work to get on track before the next rating session.	Continue delivering information to our faculty early in the year. During preplanning and monitor staff adherence to the items in the plan throughout the year.	Document the actions necessary to improve the top 3 priority areas and to sustain the higher rated priority areas.

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Resources

- Florida Inclusion Network. (2013). Best Practices for Inclusive Education (BPIE) 2.0 District Level Self-Assessment. Tallahassee, FL: Florida Department of Education, Bureau of Exceptional Education and Student Services. Retrieved from
- http://www.floridainclusionnetwork.com/wp-content/uploads/2013/11/BPIE-District-Level-Assessment.pdf
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